

## Classification and Compensation Study General Questions and Answers

### ABOUT THE STUDY

**Q. Why are we doing the Classification and Compensation Study?**

**A.** The City has not conducted a complete review of its classifications and salaries in more than 20 years, although many classes have been reviewed on a case-by-case basis. Currently there are approximately 3,600, regular full-time employees in approximately 450+ job classifications (job titles). City Departments, Labor Representatives, City employees, the Resource KRA Cabinet and Consultants, Fox Lawson & Associates LLC (FLA), have been working together to ensure that the Classification and Compensation Study is a success. The primary goals of the study are to ensure that the City has the classifications it needs to fulfill its mission, that those classifications are accurately described, and that our employees are paid competitive wages.

**Q. How much money is being spent on the project?**

**A.** The contract approved by City Council for services with Fox Lawson and Associates is for \$265,000.

**Q. What are the next steps and what is the estimated time to complete the Classification and Compensation Study?**

**A.** The next step in the study is the creation of the job specifications. FLA will begin writing the specifications on October 1<sup>st</sup>. We anticipate this phase of the study to take approximately six-weeks. Once the City receives the specifications, employees, bargaining units, departments and members of the Resource Management Cabinet will have approximately four weeks to review and provide feedback. Further communication and guidance will be provided, once we reach that step.

The City does not have a definite date for completion of the study. There will be a balance between moving the project ahead and ensuring employees have adequate opportunity for input. To review the remaining steps in the study and the approximate time each step will take see the Link to Draft Study Plan.

<http://www.fresno.gov/Government/DepartmentDirectory/Personnel/ClassificationandCompensationStudy.htm>

**Q. How many personnel will be affected by the re-class study? *NEW***

**A.** Due to the early nature of the study, it is unknown how many employees will be affected, at this time.

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### UPDATES

**Q. What has been done since the release of the first draft of the classification structure in December?**

**NEW UPDATES**

**A. December 8, 2006:** All City Departments were provided with the expanded classification structure document, which included the "cross-walk" or matching of City positions with their suggested new titles. Departments were asked to share this information with employees and involve them in the development of department revisions. The deadline to submit changes to the structure was January 3, 2007. However, we continued to receive recommendations well into February.

**February 5<sup>th</sup>, 7<sup>th</sup>, 13<sup>th</sup>, 22<sup>nd</sup> and 23<sup>rd</sup>, 2007:** The Resource Management Cabinet met to discuss and review recommendations to the structure. Decisions reached were determined by overall consensus of the group, resulting in the acceptance or rejection of recommendations incorporated into the 2<sup>nd</sup> draft.

**Late February – early March, 2007:** The class structure was revised to include the Resource Management Cabinet changes and sent to the Cabinet members to review for accuracy, ensuring the changes reflected their notes and remembrances of the Cabinet's decisions.

**March 22<sup>nd</sup>, 23<sup>rd</sup>, 26<sup>th</sup>, April 3<sup>rd</sup> and April 11<sup>th</sup>, 2007:** "Listening Sessions" were held throughout the City to receive and consider a plan to address employee concerns on the Class and Comp Study. Meetings were facilitated by City Manager, Andy Souza, and Personnel Services Director, Terry Bond.

**May 4, 2007:** Release of the 2<sup>nd</sup> draft structure to all City employees. Employees had 10 days to review the structure, until approximately May 14<sup>th</sup>.

**May 14<sup>th</sup> through June 13<sup>th</sup>, 2007:** The Resource Management Cabinet and Department Directors were responsible for conducting their own, internal department "Listening Sessions". The purpose was to consider additional employee feedback and suggestions to the structure.

**June 13<sup>th</sup> and June 25<sup>th</sup>, 2007:** The Resource Management Cabinet met to discuss and review additional recommended changes to the structure, as provided by each department and some bargaining units.

**June 26<sup>th</sup> to Present:** Changes to the structure, as approved by the Resource Management Cabinet, were incorporated and forwarded to the Consultants for job specification creation.

As you can see, the City has been aggressively working on examining and analyzing all recommendations with the Resource Management Cabinet. As you may recall, the original draft structure provided by Fox Lawson and Associates encompassed roughly 113 job classes. The 2<sup>nd</sup> structure included over 240 job classes, and now the latest revision resulted in 249 job classes. This is a direct result of the consideration given to the many recommendations that were received. It has, and continues to be, the City's goal to create a structure that is manageable and competitive.

## **Classification and Compensation Study General Questions and Answers**

### **CLASSIFICATION**

- Q. Once the Classification and Compensation Study is complete can positions still be re-classified?**
- A.** Yes. As an organization grows and changes, the re-classification and creation of positions is a continuous process. That being said, in order to maintain the integrity of the new system, and due to the time and expense of this study, future requests for re-classification will be carefully analyzed prior to adoption.
- Q. Since the timeline of this project has changed, is it possible to give consideration to classification requests that were submitted prior to or during the Study?**
- A.** When the Class & Comp project began, we realized there were classes that needed to be evaluated. It is likely that some employees are performing duties outside the scope of their job specification. Therefore, all issues related to re-classifications will be addressed as we complete the study.
- Q. How do we deal with classes that have been combined into broad categories, but have specific, unique skill requirements?**
- A.** The draft classification structure released in early December 2006 was a proposed working document, meant to be reviewed and refined. In the 2<sup>nd</sup> draft, the number of classifications nearly doubled, and the 3<sup>rd</sup> revision has several additional classes. Further opportunities to provide input for improvements to the classification structure are available through meetings with your department's Resource Management Cabinet member.

### **COMPENSATION**

- Q. What other organizations are being used as a comparison in this study?**
- A.** The organizations to which the City will be compared have not yet been selected. That step will come after completion of the classification structure and new job specifications. This will be a collaborative process. Generally, markets will be determined by the area in which the City competes for talent and those municipalities and organizations that are of comparable size and complexity to the City of Fresno. For example, we must compare to cities that have water utilities and airports.
- Q. How do we deal with classes that have been combined, but have specific, unique skill requirements in regard to compensation comparisons?**
- A.** Job duties, not titles will be surveyed. A short summary of the benchmark positions will be sent to the selected agencies. The compensation component of the study is one of the final steps. When we approach that step, there will be further communication.

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- Q. Will cost of living be considered when they compare us with other states and cities? *NEW***
- A.** Geographic differentials, which include both cost of living and cost of labor, are typically included when conducting a compensation study. However, the criteria for this portion of the study are not finalized. Therefore whether or not cost of living will be considered is not certain. When we approach that step, there will be further communication.
- Q. What if your position salary has been topped out? *NEW***
- A.** The market study/salary survey portion of the study will help the City determine whether its salary ranges are comparable with other jurisdictions and organizations.
- Q. From the results of the study, an employee can go up in their classification or stay the same. Can they also go down? *NEW***
- A.** No employee's pay will be reduced as a result of this study. However, some employees may be "Y-rated" until their salary range catches up to their level of pay.
- Q. Compensation rates become effective July 1<sup>st</sup> of each fiscal year per union agreements. If the City determines a compensation rate change in any other month of the fiscal year, does the change become effective at that point in time or does it become effective at the beginning of the next fiscal year? *NEW***
- A.** Any pay changes recommended will be subject to meet and confer. At what point salaries become effective is not determined at this time.
- Q. Why have classes with very different pay ranges been classified together? *NEW***
- A.** In the classification phase of the study, salaries were not a factor when comparing our internal jobs. "Classification" addresses the comparable duties, skills and responsibilities of the position.

### PDQ'S

- Q. Were the PDQ's used in the development of the classification structure?**
- A.** PDQ's will primarily be used to assist with the development of job specifications and to determine the individual employee's placement within the classification structure. These two phases of the study are still to come.
- Q. If a PDQ was not submitted earlier, can one be turned in now?**
- A.** Yes. Personnel Services will accept PDQ's through September 30, 2007, until work begins on the job specifications.
- Q. What if my job responsibilities have changed, or I work in a new position, since I submitted by PDQ? *NEW***
- A.** We realize that some employees' jobs have changed over the time period of the study. Employees may submit revisions to PDQ through September 30, 2007, until work begins on the job specifications.

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### RECRUITING

**Q. How will future recruitments be handled?**

**A.** Recruitments will be conducted based upon minimum qualifications and knowledge, skills and abilities required to perform specific jobs, not strictly by the job title.

**Q. Will new job openings be open to City employees first? *NEW***

**A.** How recruitments are conducted has not changed.

**Q. Will employees have to test to move up (promote)? *NEW***

**A.** The Fresno Municipal Code provisions, in relation to promotions and/or flexed classes, will remain in effect. However, once the classification study is finalized, there will be a review of the impact of this situation, if any.

**Q. How will transfers work? *NEW***

**A.** The Fresno Municipal Code transfer provision will remain in effect. However, once the classification study is finalized, there will be a review of the impact of this situation, if any.

### JOB SPECIFICATIONS

**Q. Since several job classes are now grouped/combined into one class, will employees be responsible to be knowledgeable in all the different areas? *NEW***

**A.** The creation of the job specifications will take place in the next phase of the study. Once the City receives the specifications from FLA, we will have an opportunity to review and modify the specifications to ensure specific tasks, knowledge, skills, abilities and responsibilities are appropriately included.

**Q. Will job specifications be broad or will they contain all elements of all jobs? *NEW***

**A.** The most significant elements of a job will be included in the specification. However, some tasks can be broadly written to include several facets of a job rather than detailing each task individually.

### MINIMUM QUALIFICATIONS

**Q. What if the Minimum Qualifications (MQ's) change for a position and you no longer meet the MQ's for the position? *NEW***

**A.** Employees will be "grandfathered" into their position. This means, an employee will remain in their current job class and will not be subject to the MQ's for that class. However, in order to promote or transfer to another class, employees must meet the minimum qualifications.

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- Q. Will there be substitution for experience and/or educational requirements?**  
**A.** Minimum qualifications will have equivalencies for education and/or experience, where appropriate, just as they do in current specifications.

### GENERAL QUESTIONS

- Q. Is anyone at jeopardy of losing their job due to this Study?**  
**A.** There will be no reduction of force as a result of the Classification and Compensation study.
- Q. What was the purpose of the Occupational Panels?**  
**A.** Employees were asked to participate in occupational panels to assist in developing a model job classification structure for the City. FLA facilitators lead discussions and took notes on the panels' recommendations. The Consultants utilized information from the occupational panels to prepare the draft classification structure released in early December 2006.
- Q. How can this study be done when the consultants/resource cabinet/management are not actually doing my job?**  
**A.** Employees were asked to complete Position Description Questionnaires. These PDQ's are very thorough and allow for specific explanations of duties by the employees who carry out those duties. FLA consultants and members of the Resource Cabinet have extensive and varied backgrounds, which they rely upon as they approach the work of this study.
- Several hundred employees participated in the occupational panels. The work of the panels assisted FLA in developing the initial draft classification structure. FLA facilitators guided discussions and took notes on the panel's recommendations. Those notes will also be utilized in the development of job specifications.
- Q. How does the study affect the Memorandums of Understanding (MOU) or changes in the bargaining units?**  
**A.** Due to the nature of the allocation process, it may be necessary for some classifications to be in different bargaining units. However, this will occur within the formal meet and confer process.
- Q. Will employees have to serve another probationary period if their class title changes? NEW**  
**A.** No, employees will not be subject to another probationary period.
- Q. Can an organizational chart outlining the new structure be provided?**  
**A.** As the classification structure or final allocation of positions has not been completed, an organizational chart would not be possible at this point. However, this will be considered in the future.

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- Q. How will combining many classifications affect status/seniority/bumping in a layoff situation?**
- A.** The City is aware that combining classes may affect issues relating to seniority, bumping and layoffs. Once the classification portion of the Study is finalized, there will be a review of the impact of this situation, if any. There will be considerable discussion through the meet and confer process with affected bargaining units.
- Q. Who is going to decide where someone falls within the structure? *NEW***
- A.** As one of the last steps in the study, Fox Lawson & Associates will provide the City with a recommendation on individual employee's placements within the structure. Allocations will be based on the information provided in the PDQ. Departments and employees will have an opportunity to review the recommendations and provide feedback. This information will be evaluated and considered by the Resource Cabinet.
- Q. What is the advantage of fewer positions? *NEW***
- A.** Consolidating job titles is beneficial to the City because, most importantly, it promotes internal equity, particularly with comparable positions that exist in other departments. The City, however, has no set expectation of the number of job classes as a result of the study. The City simply desires a comprehensive review to ensure classes are accurately described.
- Q. Where can I find the comparison of current class titles and the suggested class titles?**
- A.** Follow this link:  
<http://www.fresno.gov/Government/DepartmentDirectory/Personnel/ClassificationandCompensationStudy.htm> to find it or contact your Department for a copy.
- Q. Where can I find more information about the citywide Classification and Compensation Study?**
- A.** City employees will continue to be included in discussions related to this study. Please take the time to attend meetings and provide your feedback. Come back to this webpage periodically for updates and status reports on the project.